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SUGGESTION AND INVENTION AWARDS PROGRAM

ACCOMPLISHMENTS FOR FISCAL YEAR 1970

1. Workload and Accomplishments

Suggestions and Inventions Received.....	478
Suggestions Eliminated by Staff as Ineligible.....	109 (22.8%)
Suggestions Processed and Evaluated as Eligible.....	369 (77.2%)

Suggestions or Inventions Adopted..... 117

Cash Awards..... 97
Certificates of Appreciation.... 20

Close-Out Actions (Declined Cases)..... 254

Adoption Rate..... 32%

Total Cash Awards Paid for Suggestions and Inventions..... \$30,330

Average Cash Award..... \$ 313

Combined First-Year Tangible Savings and Equivalent
Intangible Benefits..... \$716,086

Clandestine Service Special Panel Program:
(Included in the above statistics)

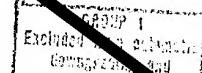
Suggestions, Inventions and Ideas
Received..... 29
Cases Declined..... 21
Cases Adopted..... 13
Cash Awards Approved..... 11
Certificates of Appreciation.... 2
Adoption Rate..... 45%
Cash Awards Paid..... \$11,225
Average Special Panel Cash Award..... \$ 1,020

Grade or Salary Schedule of Employees Who Received Cash Awards:

General Schedule:

GS-06 and below	11
GS-07 through GS-11.....	47
GS-12 and above.....	43
Total.....	101

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All Other:

Equivalent to GS-06 or less.....	4
Equivalent to GS-07 through GS-11.....	10
Equivalent to GS-12 and above.....	1
Grand Total.....	11

a. Total suggestions received, 478, were 25 less than the volume for Fiscal Year 1969. The ratio of eligible suggestions received was 77%, identical to the past two (2) fiscal years, compared with 78% for Fiscal Year 1967. The consistently high ratio for the past four (4) years is evidence of supervisory and employee understanding of constructive idea criteria. The trend is more significant when we note the eligibility ratios for Fiscal Years 1966, 1965 and 1964 which were 69%, 64% and 53%, respectively.

b. Adopted suggestions, 117, declined by 10 over the previous year. However, we were well ahead of Fiscal Year 1968 and 1967 adoptions of 91 and 96. Our adoption rate was 32%, compared with 33% for Fiscal Year 1969. The fact that almost one out of every three eligible suggestions was adopted is continuing evidence that our employees are accurately discovering potential improvement areas.

c. The Clandestine Service Special Panel received 29 new cases during the year. The Panel acted upon 34 current and prior year cases; 21 were declined during the year but may "trigger" more positive action in the future. A total of 13 Special Panel cases were adopted, 11 for cash awards of \$11,225, well over one-third of the Agency's total awards. The caliber of the Special Panel's adopted cases may be judged by their average cash award of \$1,020, some two and one-half times greater than the Panel's FY 1969 rate of \$410.00.

d. Cash awards of \$30,330 for Fiscal Year 1970 marked an all-time record, compared with \$27,880, \$12,670, and \$28,780, respectively, for the three (3) preceding years. The FY 1970 average cash award of \$313 was substantially beyond the FY 1969 rate of \$245. First-year tangible savings of \$574,086 were realized for FY 1970. This "investment return" is almost 19 times greater than our awards expense. The previous fiscal year's tangible savings were almost \$4,316,000; one achievement alone averted materiel purchases priced at \$3,900,000. However, we believe that impressive tangible savings may be the least important factor in judging the true value of adopted ideas, improvements, and inventions. More than one-half

of our cash awards during Fiscal Year 1970 were made for intangible benefits. Such cases are especially important because: many of the intangible breakthroughs enhance security, operational effectiveness, and the Agency's dynamic mission; if the "Opposition" had first developed the invention or concept, our expense to make the required recovery could cost millions; and, finally, the potential benefits experienced, in comparison with the Civil Service Commission criteria which we apply represents a tremendous bargain in any market. The Intangible Benefits Guide is the "crystal ball" which the Committee indeed applies to the utmost in judging recognition due.

e. A count of cash award recipients by grade concluded that the majority (47) were in the GS-07 through GS-11 category with the next closest group (43) at the GS-12 and above group.

f. The attached Fiscal Year 1970 Statistical Report reflects these highlights: (TAB A)

(1) The Support Services led the Directorates and Services with 45% adoption rate, cash awards paid of \$17,535, and an average cash award of \$398. Support Services personnel earned 57% of the Agency's total awards.

(2) The Clandestine Service had the highest participation volume with 139 suggestions, over 37% of the Agency's total volume.

(3) The Directorate of Intelligence made an impressive suggestion participation increase with 88 suggestions, compared with 74 last year, and an average cash award of \$268, more than double the 1969 average of \$129.

(4) The Directorate of Science and Technology increased their participation slightly over last year. However, the DD/S&T Committee Member for the past several years is convinced that a much higher participation rate will be achieved once an Internal Suggestion and Evaluation Panel is formed which he intends to propose soon to the Deputy Director for Science and Technology.

(5) We paid an interdepartmental referral award of \$735 to the Atomic Energy Commission for benefits gained from our use of an invention made by several of their employees.

(6) Outstanding performance records for individual offices were:

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(a) Office of Communications employees submitted 40 suggestions compared with 33 for FY 1969. Their participation volume represents 36% of the Support Services' total. Cash awards of \$2,315 were earned by OC employees, compared with \$1,280 last year.

(b) Office of Logistics attained an adoption rate of 92% for the year, a remarkable record. This high rate was due to adoption of 11 prior year suggestions and 11 cases received during FY 1970. Thirteen (13) of the 22 OL adopted suggestions were originated by employees of the printing plant. Awards of \$4,060 paid to Logistics employees represent 23% of the Support Services' total.

(c) The Office of Security had an adoption rate of 53% and the highest cash award earnings, \$10,910, among Agency offices. OS employees earned more than one-third of the Agency's total awards. Their average cash award was \$1,364, compared with Support Services and Agency averages of \$398 and \$313, respectively.

(d) TSD, although slightly below last year, made an impressive adoption rate of 32% and earned cash awards of \$1,625.

(e) Operational Services, principally RID, led the Clandestine Service in participation.

(f) NPIC's participation level again surpassed all other offices, divisions, and staffs with 46 eligible suggestions, compared with 41 for last year. With cash awards of \$5,475, NPIC attained more than 18% of the Agency's \$30,330 total.

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(g) [REDACTED] had an impressive participation increase with 22 suggestions, compared to 10 last year. Their total awards, \$880, substantially increased over last year's level of \$50. The [REDACTED] Panel devoted much effort to motivate field and Headquarters employees to formulate constructive ideas. In their evaluation of ideas, the [REDACTED] Panel made most objective reports for the Agency Committee's judgment.

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2. Ceremonies

With an all-time record year in cash awards, obviously many significant and impressive ceremonies were held such as:

- a. The Director of Logistics presented an award of \$845 to a printing plant employee for an improved lineproof format which benefits the proofreading tasks in the Computerized Composing System; and a \$250 award to another PSD suggester for development of a map and chart layout system.
- b. The Deputy Director for Plans presented an interim award of \$1,000 to an Operations Officer of the Special Operations Division for an airborne technique, and a \$500 emolument to a TSD Document Analyst for the development of a valuable perforating device for clandestine documentation projects.
- c. Just before the Christmas holidays, the Directors of Security, NPIC and [redacted] presented awards to their employees that totalled \$2,385.
- d. The Director of Communications presented a \$235 award to an OC Records Officer and a \$230 award to a communications technician just returned from field duty.
- e. The Deputy Director for Support presented an award of \$1,000 to a retired Security Officer for his valuable handbook: "Where's What -- Sources of Information for Federal Investigators", now in use throughout the U.S. Government.

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3. Special Event

The Deputy Director of Central Intelligence accepted NPIC's invitation to be the guest of honor at a Fiscal Year 1970 Suggestion/Invention Progress Review on 7 July 1970. Highlights of the spectacular event were:

- a. Some 140 employees attended in the NPIC auditorium. Mr. Arthur C. Lundahl, Director, NPIC, introduced the special guests, Lt. General R. E. Cushman, Jr., Deputy Director of Central Intelligence and Mr. Robert S. Wattles, Director of Personnel and Chairman, Suggestion Awards Committee. Later, other Agency Committee Members and the members of the NPIC Suggestion Awards Panel were introduced.
- b. General Cushman mentioned the importance of the work done in the "Center" and said that it is seen by the President and Congress.

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He remarked that at that very moment, the Director was testifying with the use of intelligence recently gathered by "Center" employees. General Cushman said that it was impressive to note that NPIC employees were improving their work and techniques all the time; he urged them to keep making their suggestions.

c. Mr. Wattles summarized Suggestion Program accomplishments. He illustrated the scope and magnitude of the Suggestion System by the following examples:

- (1) The Agency ranked very high, sixth among 39 agencies last reporting, in terms of tangible savings. Many agencies that we surpassed had a much higher manpower ceiling. Our "investment return" for the first year was \$154 for each award dollar paid Agency employees. In most cases, the return continues for several years, even though the award is granted for only the first year savings and benefits.
- (2) At any given time, more than 50 ideas are under evaluation or research at NPIC. During the past year, NPIC had over 82 % of the Directorate of Intelligence awards share. Their adoption rate was 44% compared with the Agency-wide rate of 32% and the government-wide average of about 26%. Among the 88 ideas produced by the Directorate of Intelligence, 46 originated in NPIC. The quality of NPIC's ideas is apparent from their average cash award of \$288 for the year.
- (3) There is much talk about youth today and we are concerned, of course, with their opportunities for the future. A look at the Suggestion Program shows that most of our breakthroughs and achievements are made by very young employees. In fact, our most valuable development last year was by two employees in their early twenties.
- (4) Although we seek improvements that will save expenditures and reduce costs, ideas that gain intangible benefits are most important. The Suggestion System provides for a means of "involvement". It is a great morale factor. Aside from proposals related to technical equipment or hardware, we seek procedural and systems improvements and urge special concentration on these subject areas.

d. The Director of NPIC then described the achievements and introduced the awardees for the eight (8) most recent adopted suggestions to General Cushman who presented their certificates

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and award checks. Next, Mr. Lundahl mentioned the previous twelve (12) achievements for the fiscal year to give the audience a full review of the year's performance.

e. Finally, the Director of NPIC announced that he had just established the "NPIC Century Club" (suggestions with awards of \$100 or over). He individually called the 34 members of the new group to the stage and General Cushman presented to each member their special certificate of membership. Mr. Lundahl said that he plans a "Dutch Treat" luncheon with the Century Club members in the near future. He urged every employee in the "Center" to endeavor to make an improvement that would gain Century Club membership during their career.

4. Publicity

a. We continued to give new employees a short explanation of the Suggestion and Invention Program during their entrance on duty orientation.

b. Published a Headquarters Bulletin in early December which included quotation of a message from the President concerning the benefits to Government operations derived from the program during the previous fiscal year. We also included our standing among the reporting government agencies.

c. Drafted a new issue of "Suggestions Exchange" which should be published early in the new fiscal year. This publication describes adopted suggestions, benefits gained and awards paid. Special Panel and other sensitive achievements must necessarily be excluded. The publication sparks considerable interest and often triggers new improvement ideas.

d. Furnished suggestion and invention publicity items and articles mostly gained from National Association of Suggestion Systems publications to Committee Members, Coordinators and Internal Panels to assist them in motivating supervisors and employees toward the creation of improvement ideas.

e. Visual Aids produced a series of interesting posters, some of which have been used thus far to spark program interest. At this time, we have drafts of several other proposed posters which will be submitted for approval in July.

5. The Suggestion Program Network and Internal Panels

a. In order to keep the entire Suggestion System "network" informed of Committee proceedings, those Committee Members or

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Alternates who had not attended Committee Meetings, and the Chairman of each Internal Panel were routed the proceedings and case summaries shortly after each meeting. They were also sent the agenda of approved minimal award cases after signature by Chairman, Suggestion Awards Committee. The extensiveness of the "Program Network" may be noted from a review of the attached chart (TAB B). We use the network constantly, not only to gain an evaluation or reaction to new ideas or proposals, but also to seek SOLUTIONS to problems referred to us by Agency management.

b. Several offices consulted us for guidance as to measures they might take to gain more effective program results. We believe that the following events or recent changes will result in significant future progress:

- (1) The Director, Imagery Analysis Service, Directorate of Intelligence appointed a Coordinator for the program in his area to work closely with the Agency Committee and accelerate the evaluation of new ideas and improvements in his Service.
- (2) At a three-day out-of-town conference of Finance Careerists, much attention was given to the importance of sparking more suggestions and proposals from Finance Careerists. The Acting Chairman, Suggestion Awards Committee was invited to speak to the group concerning significant aspects of the Agency-wide program. In addition, Mr. [REDACTED] was asked to discuss results and findings of a recent Task Force Group which he chaired concerning opportunities for the younger employees in the Agency. The Director of Finance launched the Finance Career Century Club. Toward the close of the fiscal year, the Director of Finance appointed a new Suggestion Committee which will be responsible for ensuring that Finance-wide objective evaluations are obtained. The Committee aims to seek other goals that may develop as a result of their study, even though the suggestion may not lend itself to adoption. At least two (2) of the new Committee's officers are very young Finance Careerists. The Finance Committee will also publicize the Program and assist employees to develop more meaningful suggestions.
- (3) The Director of Communications appointed a new Suggestion and Invention Evaluation Panel. The Panel consists of two permanent and four rotating members. At least two of the rotating members will be in the GS-09 through GS-12 grade bracket and not more than 40 years of age. The Panel will expedite evaluations; in

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many cases a Panel Member will do the investigation and write-up the report for the Panel's decision, similar to the system followed by many industries.

c. The Agency Committee Members took their responsibilities most seriously and reviewed their agenda extensively before each meeting. The Acting Chairman ensured that the cases were clear cut and that witnesses for the complex achievements were questioned sufficiently. This factor was quite important because the Acting Chairman presented the more significant award recommendation cases to the Deputy Director or Director of Central Intelligence for approval. Because of the Committee's advance preparatory action, there was little debate during the meetings and much rapid judgment in reaching final conclusions. Even though we had as many as eight (8) cases for some meetings, the proceedings were usually concluded in 30 minutes or less. The last Committee Meeting of the year involved four (4) substantial cases and lasted 13 minutes.

d. Aside from the Committee's staff, representatives from NPIC, Office of Finance, and TSD attended the annual conference last October of the National Association of Suggestion Systems. We rate this conference as the most significant indoctrination and training session that anyone may attend to spark a motivation program in their assigned area. With 600 or more representatives attending from industry and over 100 from government, the sessions offer a tremendous understanding of program philosophy and methods to accelerate the production of constructive ideas.

6. The Search for Ideas

a. The challenges we face for the Seventies demand that we gain the greatest possible influence from ideas. We did have a number of significant ideas during the year, yet not nearly enough compared with our potential. Many ideas or proposals, we believe, are briefly discussed but never reduced to writing to permit objective analysis and evaluation. As we know, problem solutions can often be reached through the imagination, skill and resourcefulness of our employees in proposals submitted through the Suggestion System.

b. During the past year, a number of prior year suggestions (five to ten years old) became increasingly more significant and valuable due to unforeseen circumstances. Several interim award cases from the past year are scheduled for further study and evaluation during Fiscal Year 1971.

7. Staffing Complement

a. As a result of our contact with all organizational elements and our knowledge of achievements and breakthroughs, we are cognizant

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of Agency-wide problems. A look at the scope of the "Suggestion Program Network" (TAB B) may indicate that our staff is thinly spread with two (2) persons. We gave much attention to the formation of new Panels, to special events such as Annual Reviews and to expediting the processing of more significant breakthroughs. Also, we accelerated the evaluation of ideas that seemed to represent critical operational opportunities. We intend to push for the formation of more internal panels during the coming year. Such actions result in more work, more questions, and we hope, greater participation by organizational components.

b. While we manage to take care of priorities, the backlog of routine cases is serious. This can disappoint an employee who might otherwise have the potential to develop the best idea we ever expected. A volume of over 280 "open" cases is out of range in comparison with our participation rate. We are encouraged that the Program has attained new all-time yearly records and are confident that our problems can be solved. After all, the Suggestion System itself is noted for working out the solution to problems.

8. The Future

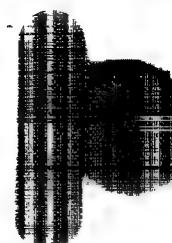
a. The appreciation we have noted by Management for the improvements and inventions gained through the Suggestion System during the past year, and by the awardees in recognition of their initiative and perception, convinces us that "Ideas Are the Key to the Future".

b. Plans and Objectives for Fiscal Year 1971 are attached, TAB C.

Atts.

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Approved For Release 2001/09/03 : CIA-RDP79-00235A000100030028-8



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SUGGESTION AND INVENTION AWARDS PROGRAM

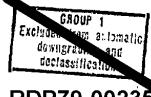
FISCAL YEAR 1970 REPORT

Component	Eligible	Suggestions Declined	Adopted	Adoption Rate	Certifi- cates	Cash Awards	Amount Paid	Average Cash Award
<u>Office of the Director</u>								
Ex. Dir-Comptroller	3	2	1	33%	-	1	\$25	\$25
<u>Support Services</u>								
O/DDS	1	1	-	-	-	-	-	-
OMS	2	-	2	100%	-	2	\$ 50	\$ 25
OC	40	20	12	30%	-	12	2,315	193
OL	24	4	22	92%	3	19	4,060	214
OP	8	4	1	13%	-	1	50	50
OS	19	8	10	53%	2	8	10,910	1,364
USSP	11	7	1	9%	1	-	-	-
OTR	2	-	2	100%	-	2	150	75
OF	3	2	-	-	-	-	-	-
	110	46	50	45%	6	44	\$17,535	\$398
<u>Clandestine Service</u>								
CI	5	4	-	-	-	-	-	-
FI	8	4	2	25%	-	2	\$ 250	\$ 125
25X1A	27	9	9	33%	2	7	850	121
CA	5	4	1	20%	-	1	25	25
TSD	25	9	8	32%	1	7	1,625	232
AF	10	6	2	20%	1	1	50	50
EUR	11	5	2	18%	1	1	50	50
FE	16	7	4	25%	1	3	650	217
NE	9	6	1	11%	1	-	-	-
SB	12	8	4	33%	3	1	500	500
WH	9	7	-	-	-	-	-	-
25X1A	2	1	1	50%	-	1	1,000	1,000
	139	70	34	24%	10	24	\$5,000	\$208
<u>Directorate of Intelligence</u>								
O/DDI	1	-	-	-	-	-	-	-
OBGI	2	1	-	-	-	-	-	-
OCI	1	1	-	-	-	-	-	-
OER	3	1	1	33%	1	-	-	-
NPIC	46	17	20	44%	1	19	\$5,475	\$288
CRS	3	2	1	33%	1	-	-	-
DCS	3	1	1	33%	-	1	125	125
IAS	1	-	1	100%	-	1	180	180
STATSPEC	22	11	3	14%	-	3	880	293
OSR	6	4	1	17%	-	1	50	50
	88	38	28	32%	3	25	\$6,710	\$268
<u>Directorate of Science and Technology</u>								
O/DDS&T	3	2	1	33%	-	1	\$300	\$300
OCS	2	2	-	-	-	-	-	-
OEL	2	1	-	-	-	-	-	-
ORD	8	4	-	-	-	-	-	-
OSA	2	1	-	-	-	-	-	-
OSI	7	5	1	14%	1	-	-	-
FMSAC	1	-	-	-	-	-	-	-
OSP	3	2	1	33%	-	1	25	25
	28	17	3	11%	1	2	\$325	\$163
IDR*	1	1	1	100%	-	1	\$735	\$735
TOTALS	369**	174***	117	32%	20	97	\$30,330	\$313

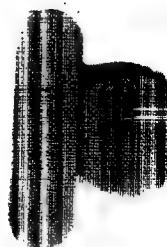
* Denotes Interdepartmental Referral Suggestions.

** Plus 109 ineligible suggestions processed and closed by the Executive Secretary; GRAND TOTAL 478 suggestions received.

*** Plus 80 prior year suggestions; GRAND TOTAL 254 declined case actions during Fiscal Year 1970.

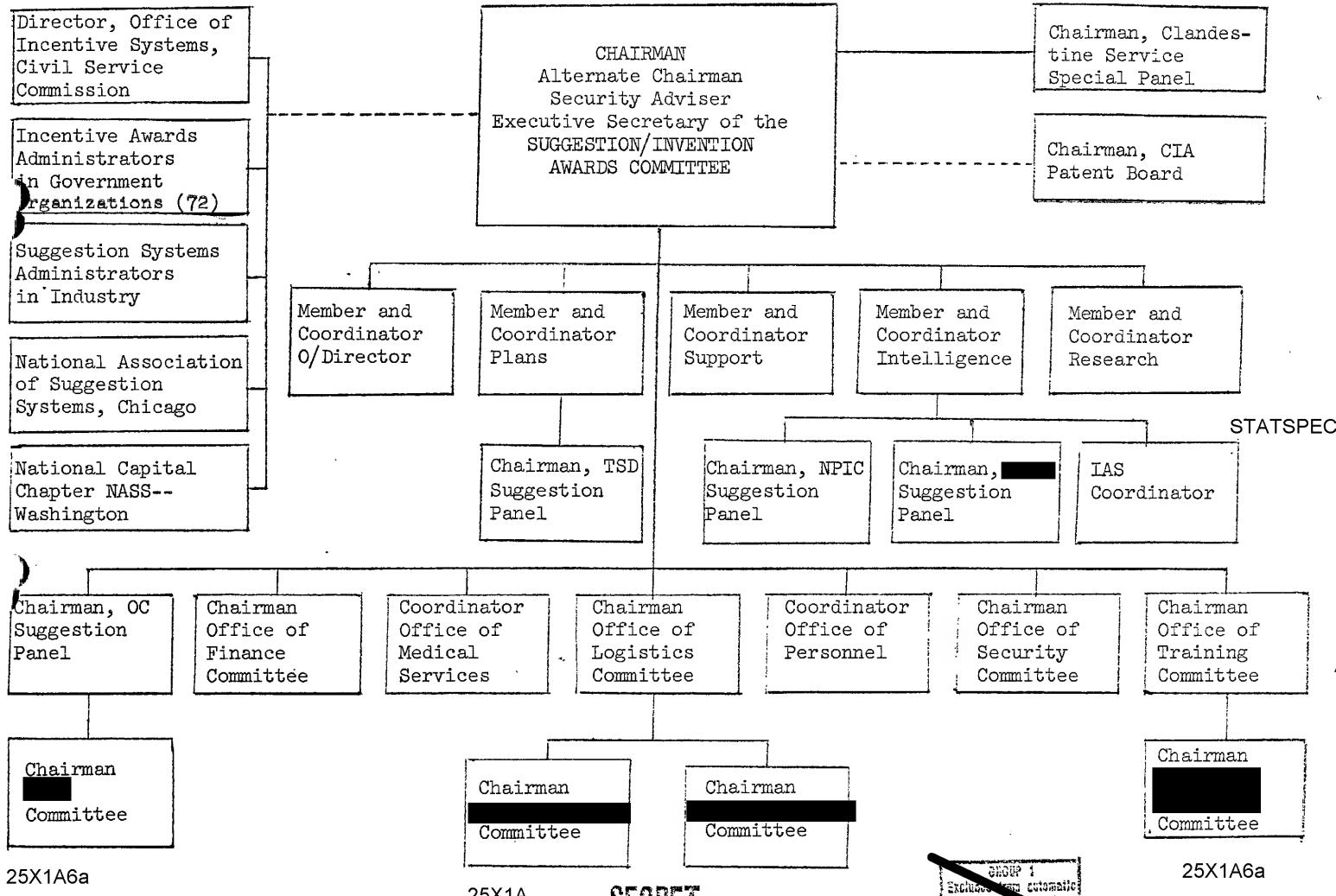
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Approved For Release 2001/09/03 : CIA-RDP79-00235A000100030028-8



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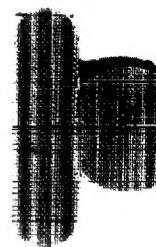
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GROUP 1
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PLANS AND OBJECTIVES FOR FISCAL YEAR 1971

Suggestion and Invention Awards Program

1. Plan program efforts to stimulate cost reduction and cost avoidance ideas, inventions, significant achievements, procedural improvements, problem solutions, operational concepts, and new approaches for technical equipment or systems, or projects to enhance the secret intelligence and covert action mission of the Agency.
2. In joint effort with Suggestion Awards Committee members and coordinators, endeavor to have the Office of Training inaugurate a program in selected offices on "Job Simplification, Suggestions, and Ideascope". The purpose of the Ideascope technique is to help employees use their imagination and associate ideas of possible future value.
3. Accelerate our volume of meetings with the NPIC Panel, the IAS Coordinator, and the OC Evaluation Panel to expedite evaluations. Meet with other panels in the Directorate of Intelligence, especially the [redacted] Group. Assist with the formation of additional panels in the Intelligence Directorate.
4. Resume meetings with the Directorate of Science and Technology Member and associates concerning the formation of a Technical Evaluation Panel. The aim of such a group would be to encourage and study new scientific and technical ideas in that directorate.
5. Continue careful administration of the Special Panel Program. Develop data for referral to the Deputy Director for Plans by Chairman, Special Panel aimed to "trigger" new operational ideas. Such information is usually conveyed to staff and division operating chiefs by the Deputy Director for Plans at his staff meetings.
6. Maintain close contact with other Coordinators and Panels such as: Office of Finance, Office of Logistics, Office of Training, the [redacted] Office of Security, and Technical Services Division to ensure that full use is made of the program as a "management tool".
7. Brief the new Agency Committee Members and Alternates. Continue furnishing guidance, as requested, to office directors and other key officials on complex cases that require special consideration.
8. Carry out the following program efforts to motivate increased suggestion participation:

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- a. Publish at least two (2) new issues of "Suggestion Exchange" to inform employees of the types of suggestions and inventions that have been adopted.
- b. Contribute material for publication in the Support Bulletin.
- c. Encourage periodic meetings of Agency "Century Clubs" (employees who have earned suggestion awards of \$100 or higher) in the following organizations: Office of Logistics, Office of Finance, National Photographic Interpretation Center, Technical Services Division, and [REDACTED] Assist with the formation of "Century Clubs" in the following areas: the Security Career Service, the Office of Communications, Records Integration Division, and [REDACTED] Service. 25X1A6a
- d. Seek approval for additional posters to supplement our present variety.
- e. Continue special briefings and use of movies to expand program understanding throughout the directorates and services.
- f. Extend efforts with supervisory personnel in certain selected areas to reveal methods on how to use the Suggestion System to gain problem solutions and "trigger" valuable achievements from their subordinates.
9. Continue efforts with Clandestine Service representatives toward the formation of an "Idea Bank" to capture the essential elements of meaningful operational ideas for future reference.
10. Follow-up on approximately fifteen (15) significant interim award cases to determine their current benefits and value before final referral to the Committee for decision.
11. Obtain a solution to the large volume of open cases under evaluation, often as high as 280 on any day of the year, by speeding up evaluation techniques and processes.
12. Objectives through Inter-Agency Program channel:
 - a. Extend past efforts with the Civil Service Commission Incentive Systems Office to develop a more meaningful tangible awards and intangible benefits guide that could be applicable to a majority of government agencies.

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b. Seek conclusions and evaluations of several inventions and suggestions which we have referred to other government agencies for possible adoption.

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